



Volume 7 Number 1 January - June 2001 ISSN 0856 - 5791

ESRF IN THE NEW MILLENNIUM

TOWARDS STRENGTHENING ESRF CAPACITY

New Staff

In view of expanding activities of the Foundation and the need to develop capacities of young scholars in a more systematic manner, five new research assistants were engaged in March this year. These are (1) Mrs Tausi Mbagu-Kida, who has a Master of Arts degree in Economics (2000) and a Bachelor of Arts (Economics) degree (1996), both from the University of Dar es Salaam. She has participated in a number of consulting studies and Research in the areas of macroeconomics, rural development and public finance. (2) Ms Darlene K Mutalemwa has a Master of Science in Management from The London School of Economics and Political Science, University of London (1999) and a Bachelor of Arts degree in Business Economics from Nottingham Trent University (1997). She has experience in project

analysis, data collection, literature review and administration & management. (4) Mr Dennis Christian Rweyemamu has a Master of Science degree in Agricultural Economics (2000) from Sokoine University of Agriculture (SUA) and a Bachelor of Science degree in Agriculture (1997) from the same university. He has been involved in various research studies that relate to agriculture and rural development. (4) Mr Vincent Leyaro has a Master of Arts degree in Economics (2000) from the University of Dar es Salaam and a Bachelor of Arts degree in Economics (1998) from the same university. He has been involved in several research studies related to policy analysis. (5) Mr Moses Emmanuel Msuya has a Bachelor of Arts degree in Economics from Aligarh Muslim University, Uttar Pradesh, India (1996). He has conducted research work in areas of poverty, microfinance, and micro and small enterprise development.

Following the Board's approval late last year, ESRF has also received an expatriate staff, Mr Udo Philipp, from the Federal Republic of Germany. He joined the Foundation in January this year, as a Senior Consultant in the Commissioned & Consulting Studies Unit. He holds degrees in Engineering (Universities of Bonn & Aachen, 1964); Management Science (University of Cologne, 1966); and in Econometrics & Operations research (Ruhr University, 1969). He is a member of German Association of Financial Analysts. Just before joining ESRF, Udo was Managing Consultant at the International Training and Consultancy Services of Bankakademie in Germany. His key qualifications include more than 25 years of experience in the field of information processing & communications, marketing and public relations. Others are broad experience in banking systems, bank training, and building bank training institutions. He also has experience in



capital markets & securities as well as in technical assistance to market regulators. He has worked in the Balkan States, in the New Independent States, in the Middle East and in South America. ESRF is indeed fortunate to have all

this rich experience come its way in the new millennium.

Appointment

The Foundation continued to implement its new organisational structure, which allows more systematic sharing of administrative and managerial responsibilities. It is in this context that in March this year, ESRF Executive Director appointed Professor Haidari Amani to be the Director of Programmes in addition to being the Coordinator of Research and Monitoring. Among other duties Prof. Amani will coordinate and supervise the three main programmes (i.e. Research Monitoring, Capacity Building and Commissioned Studies) by liaising with co-ordinators of the respective units.

Staff Capacity Building

On 26 and 27 March, ESRF conducted a training workshop on 'Proposal Writing for Policy Research', specifically for its research staff. This was geared towards equipping the staff

with skills in writing proposals for policy research. Specific objectives of the training were to (i) develop skills for preparing policy research proposals; (ii) understand the elements of a winning proposal; (iii) analyse examples of good proposals; (iv) gain practical skills for organising the components of a proposal and (v) review some of the existing resources for proposal writing. During the workshop, participants learned the importance of writing skills, the art of proposal writing, how to perfect proposals (writing tips, grammar & style) and the use of the 2020 Vision Network Research Proposal Guidelines. On the second day of the training, participants prepared individual proposal elements, and at the end of the workshop some selected proposals were presented.

STAFF RETREAT 2001

ESRF held a staff retreat at Bagamoyo Paradise Hotel from Thursday, 01 to Saturday, 03 March 2001. This was the third staff retreat since the Foundation was established in 1993. Welcoming the staff during the opening session on the first day, the Foundation's Head of Administration, Mrs Evanerda Minja, observed that such events provide an excellent opportunity for staff to interact outside the office environment. She therefore encouraged staff to take this opportunity to air and share their views during delibe-

rations.

The retreat was organised in sessions of a series of very informative and interesting presentations covering several key aspects of the Foundation - from its humble beginnings as a four-year project to its present-day status as a fully-fledged institution. All in all, there were five presentations. To start the ball rolling, the Executive Director, Professor Samuel Wangwe, presented the Mission, Vision and Objectives of the Foundation; Overview of Work Programme Under Different Phases; and the Foundation's Work Programme for 2001.

Professor Wangwe traced the historical background of ESRF and the evolution that has taken place to make it what it is today. In performing this task, he pointed out three significant aspects: (i) that historically, ESRF was supposed to offer grants to other institutions and individuals to carry out research. With time, he said, there was a shift towards recruiting individuals to carry out research for the Foundation instead of giving out grants; (ii) that ESRF's vision is to become a think-tank on policy issues not only in Tanzania, but also regionally and internationally; (iii) that ESRF is also aiming at enhancing capacity building in policy analysis and development management, in order to meet the need for a better understanding of how to carry out policy

ESRF

analysis as the stock of capacity in policy analysis is not sufficient. He also explained that ESRF's Work Programme is divided into two phases: (i) 1994-1998: a phase of building the institution; (ii) 1998-2002: a phase of consolidating institutional capacity (i.e. space, structure, etc) and human capacities. In line with the objectives of the second phase work programme, efforts in 2001 are directed at stepping up activities of capacity building in human resource, and in assisting into finding solutions of accelerating the rate of economic growth (i.e. how to achieve a growth rate of 10%).

Three other significant presentations were made during the retreat; these were a draft of a new Scheme of Service (by John Ulanga, Co-ordinator of Commissioned Studies); Staff Regulations (by Evanerda Minja); and Staff Development (by Alex Mwinuka, Director of Management Services). John elaborated what a scheme of service is, and then explained why ESRF needs a new scheme of service - that since organisations are dynamic in nature, they grow, new positions are created and more staff are engaged. He also outlined the main features of the scheme of service, viz general establishment, qualifications/entry requi-

rements, duties and responsibilities, and performance measures. Afterwards, staff deliberated on three main issues: matching the Foundation's objectives with duties; how to reward performance; and how to maintain consistency within the scheme. Staff development and the draft Staff Regulations document were also extensively deliberated upon. Staff aired their views frankly, which were taken on board so that the basic documents can be refined and finalised. It was a very rewarding retreat.

PARTICIPATION IN EXTERNAL FORA

Seminar on 'Learning in Development Co-operation'

ESRF was invited by the Swedish Ambassador, His Excellency Sten Rylander, to organise a seminar by Dr Lennart Wohlgenuth, Director of Nordic Africa Institute. The seminar was held on 19 March. Dr Wohlgenuth visited Tanzania to present some of his long experience in the field of organisational learning. He has long and varied background in development assistance. He also knows Tanzania well, as he has worked as adviser to the Minister for Finance in Tanzania during the 1970s. Subsequently, he served as Assistant Director General for SIDA until 1993, when when he assumed his present position. Dr Wohlgenuth is also a member of the Board of ACBF, and was for many

years Board Chairman of IIEP (International Institute for Educational Planning). The seminar was used as a forum to present Dr Wohlgenuth's experiences, which are also contained in a book titled *'Learning in Development Co-operation'*, co-edited by himself and Jerker Carlsson.

Conference on Aid in the New Millennium

On 3 and 4 April 2001, ESRF, in collaboration with AERC (African Economic Research Consortium), the World Bank and NORAD (Norwegian Agency for International Development) took a leading part in a *Conference on Aid in the New Millennium*. Other participants included finance ministries officials from some 21 African countries, African and non-African scholars, NGOs and representatives of donor agencies. The bulk of the funding (US\$ 128,000 out of the estimated cost of US\$ 200,000) was provided by AERC from its project *"Managing Transition from Aid Dependence."*

The main goal of the Conference was to improve aid effectiveness in achieving social and economic progress in Africa. It drew from past experience and recent studies to address elements of new Africa-donor aid relationship and relationship and policies that could be more effective in achieving growth and reducing poverty in Africa consistent with international development goals. A large

component of the Conference consisted of dissemination of results of a project that focused on managing a smooth transition from aid dependence, which was conducted by AERC in collaboration with ODC (Overseas Development Council). In carrying out the larger project, joint teams of analysts from Africa and donor countries produced a set of framework papers that explored the concept of aid dependence and its contents, and a set of eight country studies in Africa.

The findings and recommendations of the project formed the core of the deliberations at the conference. However, the deliberations also took on board main recent strands in the debate on aid effectiveness and aid dependence. The conference particularly discussed lessons from aid effectiveness research, the governance of IDA, and aid & poverty reduction. These discussions addressed six main issues, namely (i) The nature, extent and impact of aid dependence; (ii) The critical challenge of how to lessen dependence of most African governments on bilateral and multilateral aid while accelerating the continent's social progress and economic growth; (iii) Link between policy performance and aid, bringing out issues relating to selectivity, poor performers and global public goods; (iv) IDA Replenishment Process and Policy Framework; (v) Poverty Reduction Strategy Paper (PRSP) and the link-

age to aid effectiveness, reduction of aid dependence and Africa-donor relationship; and (vi) Exchanging experiences on redefining Africa-donor relationships.

Two major outputs came out of the conference, namely (i) a better understanding of aid policies by donors and recipients for achieving social and economic progress in Africa consistent with international development goals; and (ii) public dissemination of conference proceedings.

VISITS

Student Attachment

During the first half of year 2001, ESRF received and accepted requests from a foreign university and a Tanzanian government ministry for student and staff attachments at the Foundation. Two Swedish students from Gothenburg University in Sweden, Cecilia Toftered and Lamija Besirevic spent 2 months in Tanzania, beginning 09 March 2001. While in the country, the duo undertook fieldwork for their MA degrees in Development Economics. The purpose of their research was to investigate conditions in Tanzania for a market economy with specific emphasis on the cashew nut industry. The topic of their research was 'A Study on the Cashew Nut Industry in Tanzania'. ESRF obliged them the use of its Information Centre during the course of their research. The Foundation benefitted

from findings of the research.

Staff Attachment

The Ministry of Finance sent two of its staff for a field attachment at the Foundation's Information Centre. Mr Joseph Chagwa and Ms Beatrice Mganga, Library Assistants at the Ministry's library, spent two weeks at ESRF, beginning 23 April 2001. The purpose of the attachment was to gain experience on online library and how the Foundation manages its Information Centre.

ACBF Official

Dr Grace Ongile, Programme Officer from the African Capacity Building Foundation (ACBF), was on mission at ESRF from 25 to 26 January 2001. ACBF is a major funding body for ESRF, contributing 40% of the Foundation's budget. The purpose of Dr Ongile's mission was essentially supervisory - i.e. to review implementation of the Foundation's activities.

To subscribe or for more information, please contact:

Economic and Social Research Foundation (ESRF)
51 Uporoto Street
Ursino Estates
P. O. Box 31226
Dar es Salaam
Tanzania
Tel: (+255-22) 2 76 02 60
Fax: (+255-741) 324508,
(+255-22) 2 76 00 62
E-mail: esrf@esrf.or.tz
Website: www.esrf.or.tz

ESRF